

FM 10-23-1

**COMMANDER'S GUIDE
TO FOOD SERVICE
OPERATIONS**

HEADQUARTERS, DEPARTMENT OF THE ARMY
MARCH 1992

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PREFACE

PURPOSE

This manual is written for you, the unit commander. It covers your duties and responsibilities and those of your personnel in the operation of a garrison dining facility or a field kitchen. Some of what you need to know is not in this field manual because it is already in other publications. For more information on food service, refer to the publications in the references section. Order them if you do not have the ones you need. It is up to you to learn from these references. You can learn also from more experienced officers, from the food advisor or the food service supervisor, from other trained food service personnel, and from preventive medicine personnel. You can learn from diners on how your unit can have the best food service operation in the Army. Your support of garrison or field food service operations is critical in ensuring that your soldiers receive quality food service. As you read this manual, refer to the following questions to assess the level of your involvement in your food service program:

When was the last time I was in the dining facility other than to eat a meal?

Have I set aside time to observe the operations?

When was the last time I spoke with the FSS and food service personnel about food service business?

Have I assessed the effectiveness of my food service operation?

Have I followed through in making my food service operation more effective?

Am I personally involved in the food service operation, and am I giving it an equal portion of my overall priorities? Food service is evaluated more than any of my other sections -- generally three times a day, times the number of diners, times the number of operational days during the week, month, and year.

Am I taking advantage of the assistance available to me?

RECOMMENDED CHANGES

The proponent of this publication is HQ TRADOC. Send comments and recommendations on DA Form 2028 directly to--

Commander

US Army Quartermaster Center and School

ATTN: ATSM-CES-OR

Fort Lee, Virginia 23801-5036

Unless this publication states otherwise, masculine nouns and pronouns do not refer exclusively to men.

CHAPTER 1 THE ARMY FOOD PROGRAM

SCOPE

The Army Food Program covers the personnel, procedures, and resources involved in feeding troops worldwide. It includes everything from research and development of a food item through the cooking and serving processes. The objective of the program is to provide the best-tasting, nutritious, and wholesome meals possible within the BDFA. You do your part by making the most efficient use of your people, equipment, facilities, and supplies. Your active interest, support, and guidance are important keys to its success. When you become actively involved and supportive, you soon realize that this seemingly small portion of your responsibilities plays a major role in the daily morale, well-being, and productivity of your soldiers.

FOOD SERVICE OPERATIONS

For other than contractor-operated dining facilities, you are required to appoint an FSO to ensure that the food service operation is managed properly. For contractor facilities operated under FFS or M and FP, the contractor is responsible for proper management. Since the FSO is an additional duty position, AR 30-1 requires that food advisors teach required skills to newly appointed FSOs. Each dining facility

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or field kitchen is managed by an FSS. It is staffed with cooks and DFAs as authorized by current staffing guides. Many dining facilities staffed by military cooks are supported by a DFA contract for sanitation services. In garrison, the FSS receives subsistence from the TISA. In a theater of operations, subsistence is issued to using units through GSUs and DSUs which operate Class I supply points. Subsistence is accounted for by the ARCS in garrison and the AFFS in the field. Policies and procedures for the ARCS are in AR 30-1. Policies and procedures for the AFFS are in AR 30-21. RC units conducting IDT account for subsistence using the IDTAS detailed in AR 30-1. IDTAS may also be used by RC units during AT when the requirements of AR 30-1 are met.

FOOD SERVICE MANAGEMENT

As a commander, you are responsible for proper management of the program. The FSO oversees the unit program, while the FSS is in direct charge of the dining facility and manages the unit food service program. The commander, FSO, and FSS also work with the food advisor. The food advisor provides technical advice on garrison dining facility operations, field kitchen operations, personnel, nutrition, records maintenance, accounting, supplies, equipment, and training. For dining facilities operated under FFS or M and FP contracts, you must maintain close

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coordination with the COR. You are bound by the contract, which is a legal document, and you cannot make on-the-spot changes. When you make changes that are not a contractual requirement, they are construed as constructive changes and the government may be liable for additional payment.

CHAPTER 2

GARRISON FOOD SERVICE OPERATIONS

PERSONNEL

There are a number of different personnel involved in a successful food service operation. Specific duties are discussed in detail below.

Commander

The commander ensures that soldiers are subsisted adequately and the dining facility is operated properly. This involves overseeing the procedures for requesting, receiving, storing, preparing, serving, and accounting for subsistence. In contract-operated facilities, the COR and quality assurance personnel are responsible for these functions. Checklists for evaluating garrison food service operations and nutrition are provided at Appendixes A and B. FM 21-10 provides guidelines for command inspections of unit food operations. The commander must also ensure that--

- Assigned food service personnel are working in their primary MOS and adequate personnel are assigned to accomplish the mission.
- Assigned personnel are trained properly and proficient in preparing and serving meals.

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- Measures to conserve, safeguard, and account for all subsistence supplies are implemented as required by AR 30-1, Appendix I.

- Dining facility operations conform to established standards in food preparation, sanitation, service, atmosphere, and energy conservation.

- Appropriated fund subsistence items are not used in support of social activities such as promotion parties, retirement ceremonies, coffee calls, and change-of-command functions. Commanders may use the garrison dining facilities and personnel to prepare food for change-of-command ceremonies if they purchase all food items from civilian sources or the commissary and if the preparation does not adversely impact on mission support to the soldier.

- Dining facility accounts remain within prescribed tolerances.

- Personnel authorized SIK are issued a meal card (DD Form 714) by the meal card controller or PAC.

Food Advisor

The food advisor helps commanders achieve the objectives of the Army food service program. He--

- Establishes command food service activities policies.

- Provides guidance on contract data requirements and work statement preparation.

- Coordinates with the TISA for issue of mandatory or forced-issue items.
- Assists in OJT and resident and nonresident training.
- Helps administer the nutrition program.
- Chairs the installation menu board.
- Assists in records and accounting management.
- Ensures that supplies and equipment needs are provided.
- Assists in field feeding operations.
- Provides contingency plans for the operation of contracted facilities in case the contractor fails to perform.
- Develops government cost estimates for contracting.
- Coordinates with the COR and commanders for contractual matters.

Food Service Officer

Commanders must appoint and train an FSO and alternates to administer the duties outlined in AR 30-1, AR 30-21, FM 10-23, and FM 10-23-2. It is recommended that the FSO be appointed for at least one year. In contracted FFS dining facilities, the contractor and government quality assurance personnel are responsible for the FSO's duties. Some of the FSO's major duties are described in Table 2-1, (page 2-4).

Table 2- 1 Responsibilities and duties of the

FSO Area of Responsibilities	Duties
Headcount Operations	Evaluates headcount operations to ensure that the headcounter records diners correctly and that only authorized personnel enter the dining facility.
Headcount Record	Reviews DA Form 3033 before signing to ensure that it is complete and accurate.
Inventory Validation	Randomly selects figures on the DA Form 3234-R to verify accuracy. Verifies the entries on DA Form 3234-1-R before signing.
Cash Meal Payments	Sees that cash collected for meals is recorded properly and that cash meal payment sheets are safeguarded and turned in according to AR 30-1.
Account Status	Carefully monitors DA Form 3980-R, which shows the monetary status of the dining facility, to ensure

Table 2- 1 Responsibilities and duties of the FSO (continued)

Area of Responsibilities	Duties
Account Status (cont)	that credits and allowances are kept in balance.
Equipment and Supplies	Reviews DA Form 3988-R to ensure that equipment is updated and replaced. Ensures that the work order log and maintenance requests are kept current.
Liaison	Acts as liaison between the commander and the FSS in all areas of food service operations. Coordinates with the local food advisor, training officer, facility engineers, and unit commanders supported by his facility.
Personnel	Ensures that food service personnel are properly trained and assigned. Ensures that personnel receive formal training, as required, and ensures that quotas are available.

**Table 2- 1 Responsibilities and duties of the FSO
(continued)**

Area of Responsibilities	Duties
Subsistence	Ensures that the requisitioning and receiving procedures in AR 30-1 and AR 30-21 are followed.
Internal Control	Updates the commander quarterly on security procedures.
Production Schedules	Verifies that DA Form 3034 is complete. (He should do this at least twice monthly.) When form is completed, he signs it.
Sensitive, High-Dollar Item	Verifies that DA Form 3034-1 is complete (at least twice monthly) before signing it.
Disposition of Subsistence	Completes DA Form 3034-2-R monthly.
Food Preparation Evaluation	Eats meals in the dining facility regularly to ensure that food is prepared properly and that serving procedures are followed.

Contracting Officer's Representative

The COR is nominated by the commander of the functional activity being contracted. The COR is appointed by the contracting officer through a letter of designation. The letter will contain the COR's responsibilities and limits of authority. CORs must--

- Ensure effective contract administration and verify contractor compliance with contracted obligations.
- Submit monthly reports of contractor performance to the contracting officer.
- Ensure legal and regulatory compliance by contractor and government personnel.
- Inspect or have inspected any deficiencies found and verify that the contractor has corrected the deficiencies.
- Ensure fair treatment of the contractor by government personnel.
- Provide special assistance called for in the contract.
- Perform acceptance services for the government as required by the contract.

Food Service Sergeant

The FSS is in direct charge of and manages the overall operation of a military-operated dining facility. He is the key person in your food program. Some of his basic duties and responsibilities are in Table 2-2. (page 2-8). In FFS and M and FP contracted- dining facilities, the duties of the dining facility manager parallel

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those of the FSS. However, they are specified by the contract.

Table 2- 2 Responsibilities and duties of the

FSS Area of Responsibilities	Duties
Request Subsistence	Estimates future meal attendance and prepares requests for food items.
Files	Maintains files according to MARKS.
Cash Collections	Accounts for all cash collections according to AR 30-1 and AR 30-21. Turns in cash to the FSO or personnel at the designated turn-in point.
Dining Facility Account	Maintains DA Form 3980-R.
Headcount Instructions	Maintains current headcount instructions according to AR 30-1, Appendix E. Briefs headcounters before they perform their duties. Ensures that headcounters perform their duties as briefed.

Table 2- 2 Responsibilities and duties of the FSS (continued)

Area of Responsibilities	Duties
Operations	Works closely with food service personnel to improve standards. Stays current on regulations by studying new publications. Determines how many personnel are needed to prepare, cook, present, and serve foods. Schedules shifts, and assigns major duty areas. Conducts staff meetings.
Personnel	Recommends personnel for promotion, assignment, and training. Ensures that supervisors inspect all assigned personnel for personal hygiene. Coordinates with the COR on matters concerning civilian DFAs.
Security	Makes sure that the dining facility, food equipment, and cash are secure.

**Table 2- 2 Responsibilities and duties of the FSS
(continued)**

Area of Responsibilities	Duties
Preparation, Cooking, and Serving	Sets up SOPs for all kitchen and dining facility serving operations. Prepares the production schedule and all forms used in dining facility operations. Inspects the serving line. Conducts studies of diner preference and acceptance of different types of food.
Sanitation	Supervises employee personal hygiene practices, and ensures sanitary storage, preparation, transport, and serving of food. Maintains clean and sanitary food service facilities, equipment, and utensils.
Training	Trains staff personnel and supervises all the OJT of 94B soldiers. Instructs headcounters, and prepares and maintains a current headcounter SOP.

Table 2- 2 Responsibilities and duties of the FSS (continued)

Area of Responsibilities	Duties
Training (cont)	Supervises the administration of unit food service personnel participating in the cook's apprenticeship program. Ensures that all food service personnel under his control are trained in the principles of food service sanitation as outlined in TB Med 530. Supports the unit training program by ensuring that all food service personnel receive training in common soldier skills and other required instruction.

Cooks

Cooks must be able to prepare food items using the recipes in TM 10-412. They must be trained to use all equipment and utensils properly and to comply with safety and sanitation rules. The shift leader or first cook is in charge of the kitchen and the cooks. In the absence of the FSS, he assumes the overall responsibility for the dining facility.

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Dining Facility Attendant

The duties of civilian DFAs are covered by a local contract or job description for government employees. The FSS establishes the duties of military attendants. The COR evaluates contractor performance to ensure that the contract requirements are met. The FSS will not directly supervise contract labor, but will work closely with the DFA's supervisor. Resolve questions on contract labor through the food advisor and the COR.

Headcounters

Civilian employees (contract or direct hire), when authorized by the installation commander and military personnel (grade E4 or above), may be used as headcounters. When military personnel are used, the first sergeant must detail enough soldiers to provide a headcounter at each dining facility entrance for each meal. The duty of the headcounter is to verify that a diner is entitled to eat a meal in the facility. To do this, he checks the diner's DD Form 714, his orders, or his military identification card. The headcounter has each diner sign the correct headcount form and collects cash from those diners required to pay for their meals. He closes out the signature headcount sheets and cash collection sheets at the end of each meal. Inaccurate headcount records impact on the monetary credits earned by the dining facility.

Preventive Medicine Personnel

Preventive medicine personnel conduct periodic sanitation surveys of all garrison or

field dining facilities and recommend corrective action. They work directly for the IMA and keep the IMA informed on all aspects of sanitation. They help you provide formal preventive medicine and sanitation training to food service personnel. Preventive medicine personnel can help you ensure that sanitation requirements are met when facilities are being repaired.

MANAGEMENT

This paragraph identifies areas that may cause problems and relates some general management principles directly to dining facility personnel and operations. For professional management assistance, request a visit by an FMAT from the Army Center of Excellence, Subsistence; US Army Quartermaster Center and School; ATTN: ATSM-CES; Fort Lee, Virginia 23801-5041. You can make telephone inquiries by calling AUTOVON 687-2511 or 687-4319. When you request such assistance, identify specific problem areas and the type of assistance you need. Also, specify the availability of funds to cover TDY costs.

Operations

The dining facility staff is a team that requires trained personnel at every position. One major responsibility is to ensure that the dining facility is staffed properly. You should ensure that assigned personnel have the required skill to do their jobs. The FSO should keep you informed on the status of personnel. If staffing appears inadequate, contact the supporting

Adjutant General. In FFS-contracted dining facilities, adequate training and staffing are the contractor's responsibility. Address apparent inadequacies to the COR or contracting officer.

Schedules

In fully contracted facilities, the contractor is responsible for schedules. Report any suspected inadequacies to the COR or contracting officer. The mission and number of available personnel dictate the hours military personnel work. If personnel are working more than 40 hours per week, the FSO and FSS should review scheduling. A sample schedule is in AR 30-1. Some helpful hints are to have the FSS--

- Schedule personnel to report to work only when needed.
- Schedule personnel so that weekend, holiday, and evening work is shared equally on a rotational basis.
- Establish schedules at least one week before actual duty when possible.
- Coordinate with platoon sergeants and first sergeants to ensure that they do not take advantage of cooks' off-duty time. Make them aware of the cooks' work schedule and long duty hours.

Employee Relations

There is no substitute for knowing your staff members personally. It may be time consuming, but it will pay big benefits. Talk to them, listen to them, treat them fairly, support them, and encourage them to suggest improvements. Make sure that the dining facility staff gets the credit

it deserves. A little recognition will not only boost the staff's morale--it will increase their pride in their work. Conduct continual cook-of-the-month competitions. Encourage personnel to participate in installation and Armywide culinary competitions and the Connelly Awards Program. For fully contracted facilities, the contractor is responsible for employee relations and individual awards programs.

Employee Appearance and Health

The FSS or contract manager must ensure that personnel have enough clean uniforms. Also, he ensures that cooks wear clean, fresh, white uniforms with aprons on the serving line and that they follow proper sanitation procedures. Poor personal hygiene can result in food-borne illness. Any person with signs of diarrhea, other illnesses, infected cuts, or any skin infections must be referred to a medical officer to determine if he is fit to prepare and serve food.

Inspections

Inspections by staff duty personnel may be recorded on the unit staff duty officer's report. For fully contracted facilities, quality assurance personnel perform formal inspections. However, the SDO may visit facilities, eat meals, and perform inspections related to food service, headcount, dining room preparation, and serving line and self-service area replenishment.

TRAINING

Training is an ongoing process for which the commander and the soldier are responsible. By

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identifying the proficiency levels of personnel, you are able to determine training needs and arrange for needed formal training. Cooks should have and use STP 10-94B1-SM and STP 10-94B25-SM-TG to improve their proficiency at each skill level.

Formal

Actively support the food service officer's efforts to have food service personnel attend training courses at the US Army Quartermaster Center and School. At the QM Center and School, personnel will be professionally trained in the various phases of the food service program. The command should establish an order of merit for courses having local selection authority. Requirements for placing a soldier on the order of merit list to receive resident training are clearly outlined in AR 351-1. The experience and knowledge they gain will benefit the entire food service operation. To get more information on the courses available, write to the--

*Commander
US Army Quartermaster Center and School
ATTN: ATSM-DTO
Fort Lee, Virginia 23801-5000*

OJT

AR 30-1 requires the FSS to establish an OJT program. FM 10-23-2 gives an outline for a basic OJT program in a garrison dining facility. The food advisor can be invaluable in establishing a productive program. However, OJT is no substitute for formal training. According to AR 351-1,

all soldiers should have an opportunity to attend resident training. In addition, the Army dictates that first priority be given to soldiers who have demonstrated their potential within the EPMS promotion system and who have been selected for promotion or have been promoted.

Food Service Sanitation

All food service personnel should be instructed in the principles and practices of preventing food-borne illness. They should receive continuous training in food sanitation. The FSS and senior personnel should teach food sanitation. An example of a training schedule and training material is in FM 8-34. You can obtain training material and assistance from IMA preventive medicine personnel also. Supervisors and shift leaders must set the example by practicing good personal hygiene.

Food and Drug Administration Standards

The Army has a goal of providing all food service facility managers with training that meets FDA requirements. Many installations have already established training programs that meet FDA standards. The FSS can obtain assistance in meeting this training need from the installation preventive medicine service, the installation food advisor, and the installation or unit safety officer.

EQUIPMENT

All dining facilities should be modernized and equipped with the latest labor saving and

energy-efficient equipment. The food advisor, FSS, COR, and contract manager can assist in identifying items needed and having them included in the budget. Some areas to consider are discussed below.

Plans

The types and amounts of equipment authorized are in CTA 50-909. The FSS or contract manager keeps data on each piece of equipment in the facility on a DA Form 3988-R. These data help identify the budget requirement for out-year equipment replacement.

Replacement

The facilities engineer certifies that the space, utilities, and money for installing equipment are available before the equipment is requested.

Records

The FSS or contract manager maintains a DA Form 2405 for the dining facility. He notes each repair call, what was wrong, the current status off the equipment, and the date it became inoperable. This sample form and preparation instructions are in DA Pamphlet 738-750, paragraph 3-5.

Maintenance

The engineers install, maintain, and repair equipment. Your dining facility staff should receive guidance on the user's and the engineer's maintenance responsibilities. The FSS or contract manager uses TM 10-415 or the manufacturer's manual to perform user maintenance.

BUILDING UPKEEP

You should inform your personnel as to user and engineer responsibilities for the building. However, teamwork is the key to good building maintenance.

Security

The FSS or contract manager is responsible for securing the building and its contents. He must ensure that the doors and windows are locked when the facility is not in use. The keys to the facility should be kept in a key control box when not being used. Physical security of the building should be established according to FM 19-30 and AR 30-1.

Maintenance

In general, the engineers repair, alter, and add on to your buildings. They also provide and repair the utilities. The engineers are responsible for training your food service personnel on safety operations and user maintenance responsibilities for new food service equipment installed in your facility.

Improvements

The FSO or contract manager should work with the enlisted dining facility council to determine diner desires and to establish a dining facility improvement plan. The enlisted council is made up of members of the organization who dine regularly in the facility and receive SIK. They advise the FSS or contract manager on desired changes. The council also provides the

diners some insight into the problems of running a dining facility. Try to keep the diners involved. If they see their ideas being used, they will not only want to help, they will also want to take care of the facility. Your job is to see that proposed plans are realistic and included in the budget.

FOOD OPERATIONS

The ultimate test of a good dining facility is the diners' test. To ensure that the meals and service are superior, you must know how to plan and prepare menus, including progressive cookery; how to store perishable and semiperishable foods; how to monitor leftovers; how to handle subsistence to reduce waste and contamination; and how to serve quality foods.

Stockage

Menu planning takes time and skill. A critical part of menu planning is ordering and receiving the foods you plan to serve.

Ordering. Order food based on past experience and current personnel strength. Keep the FSS or contract manager abreast of changes in strength figures, to include losses occurring as a result of leaves or field exercises or for other reasons. Remember, under ARCS the dining facility only earns a monetary allowance for each person actually served. The amount of allowance earned depends on the actual headcount and the current meal value of the BDFA.

Receiving. When subsistence supplies are received, the FSS, contractor, or a designated representative shown on DD Form 577 should

check and inspect them carefully. He must count or weigh the supplies to make sure that actual receipts agree with the quantities shown on the issue document. Periodically, you should check the ration receipt procedures. FM 10-23-2 provides guidance on correct garrison receiving procedures.

Food Storage

Food should be stored as soon as it has been inspected. FM 10-23-2 and TB Med 530 provide details on correct garrison storage procedures. Some general storage procedures are discussed below.

Perishables. The FSO or COR should check the temperatures in refrigerators and freezers often. Remember, refrigerated foods and frozen foods must be stored at different temperatures. Storage at improper temperatures shortens the shelf life.

Semiperishables. While semiperishable foods last longer than perishable foods, they still must be stored correctly. They deteriorate with age, heat, cold, or humidity and are a constant target for rodents and insects. The oldest items should be stored at the front of the shelves so that they can be used first. Storerooms should be checked for excesses, cleanliness, lighting, ventilation, and signs of insect and rodent infestations.

Menus

The FSS or contractor is responsible for planning the menu using SB 10-260 as a guide. This menu uses the recipes in TM 10-412. To

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enhance the variety and nutritional value of meals and for nutrition guidelines, refer to AR30-1, Appendix J. The FSS or contractor may make changes in the menu as long as the changes are in line with the dollar credits earned and are nutritionally adequate. Since the FSS and FSO are not trained nutrition experts, they must consider both the diners' wishes and proper nutrition requirements. The installation dietician can help them. Additional assistance is available from the Army Center of Excellence, Subsistence; Dietary Programs Division; ATTN: ATSM-CES-OM; Fort Lee, Virginia 23801-5041; AUTOVON 687-3951 or 687-4707.

Preparation

Food preparation is the heart of any food service operation. DA Forms 3034 and 3034-1 are integral parts of the food preparation process. DA Form 3034-1 is used to document high-cost and sensitive items. In military-operated facilities it must be reviewed and signed by the FSO. A separate DA Form 3034 is used for each meal (see AR 30-1). The FSO checks all DA Forms 3034 for completeness and accuracy at least twice monthly and then signs them. Check the form yourself when you visit the dining facility. It provides details on the foods to prepare, the recipes to use, the persons to prepare the food items, the quantity or portions, the time to begin preparation, and the quantity and disposition of leftovers.

Progressive Cookery

The last soldier served is entitled to a meal that is as hot and well-balanced as the meal the first diner received. This is sometimes difficult to do unless the dining facility staff uses a system called progressive cookery. They cook a little at a time in a continuous cooking operation so that foods will be hot and fresh for all the diners. Progressive cookery also helps to reduce leftovers and waste.

Leftovers

Leftover foods can be kept to a minimum through proper management. Improper storage and handling of leftovers can result in an outbreak of food-borne illness. The FSO or contract manager should determine the cause of leftovers and check the production schedule on their use. Excesses could be the result of poor management, low diner preference, or poor food preparation. Whatever the reason, management should institute the necessary procedures to keep leftovers to a minimum.

Handling

Proper handling of food items minimizes the potential for waste and contamination. Frozen foods should be thawed in the refrigerator or by an approved method as specified in TB Med 530. Kitchen personnel are required to ensure surfaces and equipment that come in contact with food are cleaned and sanitized properly.

Quality

The primary way to determine food quality is by consumption. Therefore, you should eat meals

in the dining facility periodically to ensure that both the quality and quantity of food served meet required standards. Visit the dining facility unannounced and at different times and for different meals. During your visits, question diners as to what they think of the facility and the quality of meals served. Discuss your findings with the FSS or COR and contract manager to ensure that the diner's desires are being met.

Service

The dining facility staff must remember that they are providing a service and that their attitude will affect the way the diner feels about the meal. Monitoring the food operation, controlling traffic flow, and providing short-order menus are ways to ensure that diners receive the best possible service.

Food operations. The FSS or contract manager must keep an eye on the entire food operation. Periodically, he should monitor the serving line and dining area during mealtime. Also, he should note the food items selected by the diners, what foods are left on their plates, and why. When the commander visits the dining facility, he should observe serving operations, point out areas that need correction, and compliment personnel on tasks performed exceptionally well.

Layout. How is the traffic flow during mealtime? Posting a menu at each entrance may speed up item selection. The food advisor can assist in solving such problems as traffic flow which causes backups of the serving line.

Short-order menus. The standard short-order menu is part of the master menu. Many diners prefer a short-order meal rather than a full meal. However, the short-order meal is not to be served in place of a regular meal. The short-order menu is not limited to the items listed for the day on the standard short-order menu. The layout of the dining facility and adequacy of equipment will dictate the extent of the short-order service. Short-order service takes personnel, skill, and special equipment. The FSS should use his imagination and initiative to serve those food items the diners prefer.

ACCOUNTING

All food items must be used wisely and accounted for correctly. Although the FSO normally monitors the operation, the commander should also know how to analyze the account status. A dining facility is big business. At a BDFA rate of \$4, a 250-daily headcount equates to a grocery bill of \$365,000 annually. Therefore, it is essential that all records and reports required by AR 30-1 be maintained accurately.

Accurate Meal Headcounts

Headcount data, recorded on DD Form 1544 and DA Form 3032, are the basis for the dining facility earnings. They are also required for HQDA budgeting and for obtaining reimbursement for meals served to other than Army personnel. If all diners are not counted properly, the dining facility is not reimbursed for the food

they eat, and the Army is not reimbursed for meals provided to other than Army personnel.

Cash Collections

Enlisted personnel authorized basic allowance for subsistence and officers and civilians authorized to be subsisted are required to reimburse the government for meals eaten. DD Form 1544 is used to record the signatures of these personnel and the cash collected at each meal. All cash meal payment sheets and cash must be locked in a safe or other secure container as required in AR 210-10. The safe should be secured to a permanent part of the building or located in a room that is manned around-the-clock. Detailed procedures for issuing, controlling, and using cash meal payment sheets are in AR 30-1, paragraph 11-7. In military-operated facilities, cash from the sale of meals is to be turned in to the FSO or a designated individual as each cash meal payment sheet is completed. Turn-ins will be made to the servicing finance office or unit or consolidated headquarters when funds on hand reach \$500, at least once monthly; when all the pages of the DD Form 1544 have been used; when you change FSOs or contract managers; or at the end of the fiscal year.

Forms

There are a number of forms that are used to account for food and to manage dining facilities. Two of the most important of these forms are described below.

DA Form 3033. This form is used to report the number of meals served by meal, by day, and

by service component supported. A separate form is submitted for each day of operation. The data are summarized by the TISO and entered on the monthly DA Form 2969-R for submission to HQDA DCSLOG. The data reported are used by DA for budgeting and reimbursement from other than active Army supported personnel.

DA Form 3980-R. DA Form 3980-R is the dining facility checkbook which shows the monetary status of the account. In military facilities, the FSO advises the commander on the financial standing at least once a week. The TISA keeps the official dining facility account card. The FSS or contract manager also keeps a copy and is required to check that copy against the TISA copy as scheduled by the TISO. If the FSS or contract manager is not getting copies of issue and credit slips on a timely basis to keep the account card current, the problem should be addressed to the TISO or COR. If the problem is still not resolved, inform the food advisor.

Tolerances

AR 30-1 permits a plus or minus 3 percent monetary operating deviation, except at the end of the fiscal year when the account must be at a zero or in an underspent status. If a special meal is desired, the FSS or contract manager can build up excess credits (up to 6 percent underdrawn with the approval of the food advisor) to fund the specialty night. Savings must not be generated by serving meals which do not meet nutrition standards. When the account balance

exceeds the 3 percent tolerance, excluding specialty meals, request assistance from the food advisor. The FSS or contract manager of a dining facility whose monetary status exceeds the over or under 3 percent tolerance for two consecutive months must take immediate action to bring the account within tolerance. The food advisor will monitor and assist the FSS or contract manager in any action taken.

ARCS

AR 30-1 provides detailed guidance on ARCS operating procedures. Food service personnel must stay up-to-date on all changes in the system. Under the ARCS, the facility earns a monetary allowance for each meal served. These credits are used to purchase food items to be served. The allowance (credit) is figured by multiplying the meal value of the BDFA by the number of soldiers who ate in the facility.

Account Adjustments

Training operations, holidays, or weather conditions may cause the loss of prepared subsistence and an overdrawn account. In military facilities, the proper method of accounting for uncontrolled losses is through initiation of a DA Form 4697 in accordance with AR 735-5. For contract-operated facilities, relief of accountability can be granted only by the contracting officer. See AR 30-1, paragraph 7-19, for more information on relief from accountability and credit for losses sustained during alerts and in support of field training.

CHAPTER 3

FIELD FOOD SERVICE OPERATIONS

FIELD KITCHEN

The main differences between a field kitchen and a garrison dining facility are personnel duties, the types of equipment available and the conditions under which they must be operated, the types of rations used, and the manner in which soldiers are subsisted. Also, AR 600-38 requires that action be taken to recoup BAS from all enlisted soldiers and to obtain payroll deductions from all officers for all meals served during field operations where overnight billeting is involved. The commander's role in field food service operations is even more critical to mission accomplishment than in a garrison environment. Actions not taken during predeployment planning or failure to provide effective guidance and support estimates may result in the mess section being unable to respond fully to mission requirements. A checklist for use during field operations is provided at Appendix C.

Personnel Duties

Food service personnel must be trained to accomplish their mission in the field. In addition to preparing and serving meals, they must set up a kitchen tent or MKT, draw and carry water, and set up a mess kit laundry line.

They must construct and maintain field expedient hand washing devices, maintain immersion heaters, and dig at soakage pits. Also, they operate in a limited space (sometimes under light discipline conditions) and distribute food to areas away from the field kitchen. As necessary, food service personnel also may be called on to perform additional duties such as area security. Since civilian contract personnel do not take part in field operations, military cooks work longer hours and military kitchen police are necessary. Contract dining facilities may support field training by preparing food in garrison and sending it to the field site. However, contractors are prohibited from preparing meals in the field using MTOE equipment.

Equipment

Food service equipment used in the field is very different from that used in garrison. Soldiers must be trained in the use of the TOE field kitchen equipment before they use it. The commander must ensure that the unit has all authorized field kitchen equipment as listed in the MTOE and applicable CTAs. The FSO should know what equipment is on hand, what is on order, and when it is due in. Also, the FSS is responsible for ensuring that all the equipment works. The three types of field kitchens used to serve food in the field are described below. Equipment must be maintained according to applicable TMs to ensure that it is operational. Proper maintenance before, during, and after

field operations is essential to maintain equipment reliability. After each field exercise, the commander should schedule an inspection of all field equipment and requisition needed items.

Mobile kitchen trailer. The MKT is an expandable, self-contained kitchen, mounted on a 1 1/2-ton trailer. It can be towed by a 2 1/2-ton or 5-ton truck. Four people set it up in 30 minutes. The MKT can sustain feeding of A, B, or T Rations for up to 300 persons.

Kitchen, company level field feeding. The KCLFF is capable only of boiling water to heat T Rations and to prepare hot beverages. It is not capable of preparing A- or B-Ration menu items. It is designed to prepare one hot T-Ration meal a day in forward deployed companies. With the aid of one other soldier and servers, one cook is able to prepare 200 hot meals in a three-hour period. The meals may be heated and served at the kitchen site or delivered hot to forward combat areas. More information on the KCLFF is in FM 10-23.

M1948 kitchen tent or GP medium tent. Using either the kitchen tent or the GP medium tent, a field kitchen may be set up to prepare A, B, or T Ration meals. These meals are prepared on the M59 field range that is powered by an M2 burner unit. Food is served on mess kits or paper plates. Mess kits and cooking and serving utensils are sanitized using the mess kit laundry line, which consists of multiple 32-gallon cans and immersion heaters. When this

kitchen cannot be set up near the unit because of the operational situation, meals may be prepared at a kitchen in the rear and transported forward in insulated food containers.

Sanitation

Keeping the cooking and serving operations safe and sanitary requires more attention in the field. When there is no refrigeration, or when it is limited, you must use extra precautions to store, handle, transport, prepare, and serve food. Wastes must be disposed of according to a command disposal plan. Vehicles used to transport rations must be clean and covered and have dunnage. Since mishandling of food and food-related waste can be responsible for outbreaks of food-borne illness, the FSS must--

- Obtain food and water from approved sources.
- Ensure that foods are transported and stored properly.
- Prevent food contamination by ensuring that proper procedures are used for handling food and cleaning utensils and equipment.
- Retard the growth of microorganisms by using proper time and temperature controls.
- Train and motivate personnel in food sanitation standards and in personal health and hygiene matters.
- Dispose of all types of food-related waste properly (garbage, rubbish, and liquid kitchen waste). FM 8-34, FM 10-23, FM 21-10,

and TB Med 530 provide detailed guidance on field food service sanitation.

Support

The nature of the battlefield environment requires an AFFS and Class I supply and distribution system that supports the Army's operational concepts. This is best achieved by a flexible Class I and field feeding system that the commander can tailor to the tactical situation and unit's mission in both the training and combat environments. The Army has fielded a family of rations. Commanders must choose the appropriate ration mix according to the tactical and logistical situations. This family of rations enables planners to establish an optimum ration mix that is best suited to meet mission, storage, transportation capabilities, and war reserve requirements. AR 30-21 establishes the policies, procedures, responsibilities, and standards for the AFFS.

RATIONS

The DA Field Feeding Policy requires that three quality meals be served each day. These meals consist of individual meals (MRE), group meals (A, B, or T), or a combination of rations based on the tactical and logistical situations.

A Rations

A Rations are the standard meal items used every day in garrison. The ration consists primarily of fresh and frozen food items. Since A Rations require refrigeration and refrigeration

is not always available in the field, their use is limited. A Rations also increase the cooks' work load and the need for water, equipment, and sanitation facilities. Based on these factors and the potential for food-borne illness, use extreme care in handling A Rations in a field environment.

Standard B Ration

This is the operational ration used for mass feeding where kitchen facilities, except refrigeration, are available. It consists primarily of canned and dehydrated semiperishable items.

T Rations

This ration consists of a variety of meat entrees, vegetables, desserts, and starch items which have been heat-processed in rectangular, multiserving, half-size steam table pans. One of these pans is referred to as a tray pack. The T Ration is ready to heat by immersion in hot water. Unopened T Rations may be reheated one time before they must be discarded. To constitute a complete ration, the T Ration must be supplemented with bread and milk. Further enhancement with a hardy fruit (apple or pear), cereal, and fresh garden salad are also authorized (see FM 10-23).

MRE

The MRE provides meals with food components which are heat-processed in plastic pouches. The MRE is suitable for use in the combat zone and where operational conditions preclude other means of subsistence.

MENUS

Menus for field operations must be planned ahead and must consider the length and size of the exercise. Depending on the length of the exercise, you may use operational rations, A Rations, or a combination of rations. The tactical and logistical plans dictate the feeding plan. For up to the first 10 days of field operations, MREs may be used exclusively; then two T Ration meals and one MRE can be served using the PUSH supply system. When assets become available, the T Ration meals may be augmented with A- and B-Ration components. When the tactical situation permits and logistical assets are available, A and B Ration meals may be added to the menu.

LOADING PLANS

The FSS should assist in developing the food service portion of the unit's loading plan. When items are forgotten it means lost time and a delay in vehicles returning to home base. It also means that the troops may not get a full meal. The FSS should also ensure that the water trailer, water cans, and gas cans are filled before leaving the loading area. Never allow water and food to be loaded on a vehicle carrying fuel.

FIELD DISTRIBUTION

The FSO should prepare a local SOP clearly outlining the unit's system for meal distribution. The situation will dictate whether there will be a central distribution site or if the

cooks will transport the meals. When combat maneuver plans call for constant mobility, MREs are probably the best solution. Remember that the distribution and serving plan impacts on the menu. The FSS needs to know the plans in advance to coordinate them with the food advisor and to prepare ration requests. Keep in mind that the number of insulated food containers available in the unit affects the menu in terms of how many different items can be served. Also, the length of time food remains in these containers affects the quality and even the safety of the food. By anticipating some of the problems that food service people have in the field, you can provide better assistance.

SITE SELECTION

As the commander, you set priorities or select sites for all activities. You will want the best available site for the field kitchen. Consider the mission, terrain, tactical situation, troop deployment, and security. You can make a tentative site selection from studying area maps or from reconnaissance. Make the final site selection on actual arrival. The site should have good concealment, drainage, and easy access.

CAMOUFLAGE

The field kitchen area must be camouflaged to hinder enemy aircraft, ground forces, or infrared sensors in their detection efforts. However, keep in mind that even the best natural cover cannot

conceal the smell of freshly cooked food. Table 3-1 lists some steps to take to help protect personnel and camouflage and conceal your area. FM 5-20 provides more information on camouflaging operations.

FIELD FEEDING

While in the field, you will have to rely heavily on the FSS to run the field kitchen and take direct charge of operations. He is the food expert, and he can run the field kitchen operation. Just be sure to keep the lines of communication open. The FSO, FSS, and the cooks must have a current,

Table 3-1. Protect, camouflage, and conceal the area and personnel

- Do not let the troops gather in large groups to eat.
- Make sure that the area and your equipment are camouflaged.
- Screen the dining area from ground observation if you are near the front lines.
- Bury litter.
- Place camouflage nets over bulk trash items.
- If you have to black out completely, stop cooking. Remember that kitchens emit heat that can be picked up on infrared sensors. For safety, eat MREs.

workable field SOP which they use consistently. Areas that should be fully developed in the SOP include responsibilities, site selection, layout, sanitation, and food preparation.

Setting Meal Times

You set meal times to fit the operational plans. Keep the FSS posted on all changes to the basic plans. Inform him of changes in troop strength, location, ration type or support, or movements that will affect his operation.

Requesting Rations

You must provide the FSS with the present-for-duty strength and remote-site feeding requirements on DA Form 5913-R. Then he consolidates these data and determines meals, the number and type of rations, and other items required. He then requests the items according to AR 30-21.

Accepting Rations

The FSS must ensure that all subsistence received at the field kitchen is inspected for condition. He makes sure that the quantities listed on the DA Form 3294-R are verified before acceptance.

Conserving Resources

Make sure resources are used carefully. Shortages in personnel, fuel, subsistence, or water can affect your mission accomplishment. Water management is essential throughout the unit. The soldiers need water for drinking, food preparation, and sanitation.

ACCOUNTABILITY

The requirements for accountability and the FSS's work load have been greatly streamlined through the publication of AFFS procedures in AR 30-21. Some accountability procedures are explained below.

Procedures

Accountability and audit trail data for A, B, or T Rations are maintained by main entree only. Accountability for the MRE is maintained by individual meal package.

DA Form 5914-R

The FSS must use DA Form 5914-R to account for rations received in the field. He must prepare a separate DA Form 5914-R for each type of ration received. He must use separate forms to record breakfast and lunch and dinner entrees when using T Rations. DA Form 5914-R is initiated when rations are received at the field kitchen. All subsequent use is recorded on the form. Turn-ins as well as discards are also recorded on the form to provide an audit trail of the eventual disposition of all rations received at the field kitchen.

END-OF-FIELD-TRAINING OPERATIONS

Each commander is responsible for ensuring that all subsistence is controlled, used, and accounted for properly. Food service supervisory personnel review field kitchen records after each operation. Differences identified between total issues and disposition must be surveyed

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according to AR 735-5. Review AR 30-21, Chapter 2. It provides detailed guidance on requesting and receiving rations, using accountability procedures, making reports, reporting end-of-field-training operations, and accounting for Class I supplies returned to garrison. It also gives details on reserve component accountability.

NUCLEAR, BIOLOGICAL, AND CHEMICAL CONDITIONS

Protect food from NBC contamination. Contaminated food can cause illness or death. However, some food items may be decontaminated and then safely consumed. FM 10-23, Chapters 18 and 19, provide detailed information on how to protect food from NBC contamination, signs of contamination, methods of decontamination, and food service operations in an NBC-contaminated environment.

TRAINING

Training is the only way to improve field operational proficiency. Therefore, use any available training time to allow personnel to practice setting up and taking down kitchen tents, setting up and preparing the MKT for movement, and using the M59 field range and M2 burner unit. Food service personnel should also know and practice field food service sanitation. As food service personnel may have to deliver food to points given by map coordinates, map reading is a critical skill requiring periodic training and practice.

APPENDIX A INSPECTION CHECKLIST FOR GARRISON

FOOD SERVICE OPERATIONS

Commanders are responsible for ensuring that their food service program is the best possible. This checklist has been developed to help you evaluate your food service operation. You should revise this list as necessary to meet your unit's needs.

Personnel

- Is staffing adequate?
- Are personnel trained?
- Are personnel management procedures followed?
- Are rotational assignments given?
- Is a self-development program in force?
- Are uniforms clean and neat?
- Are health and hygiene requirements enforced according to TB Med 530?
- Are outstanding personnel recognized?
- Are food servers courteous to diners?

Administration

- Are current regulations and manuals on file?
- Are SOPs current and posted?
- Are production schedules posted and signed?
- Is the dining facility advisory council active? (optional)
- Are shift schedules posted in advance?

- Are accounting records up-to-date?
- Are inventory records kept?
- Are headcounters on duty?
- Are cash collection procedures followed?
- Are cash meal payment sheets and cash secured?

Equipment

- Is equipment operational?
- Are equipment records maintained properly?
- Is equipment use supervised?
- Do engineers assist as necessary?
- Is an energy management program in effect?

Subsistence Receipt and Storage.

- Are foods checked for condition and quantity on receipt?
- Is subsistence stored correctly?

APPENDIX B**COMMANDER'S NUTRITION CHECKLIST**

Sound nutrition is a vital part of your unit's total fitness program. This checklist identifies key principles of the Army nutrition program. Use it as a guide in determining if the supporting actions required by AR 30-1 are in place.

NUTRITION PRINCIPLE	SUPPORTING ACTIONS
Eat a variety of foods A variety is necessary to obtain the 50 or so nutrients required by the body. No single food item provides all the essential nutrients.	Ensure that menus provide food from the four basic food groups; meat, bread and cereals, fruits and vegetables, and dairy products.
Maintain desirable body weight Excess body fat detracts from	Provide a low-calorie menu, including low-calorie, short-order items at each meal, using SB 10-260 fitness menu patterns.

NUTRITION PRINCIPLE	SUPPORTING ACTIONS
<p>Maintain desirable body weight (cont)</p> <p>fitness. Weight loss is achieved by increasing physical activity and decreasing total food intake (especially fats, sugars, and alcohols).</p>	<p>Ensure that reduced portion sizes are available.</p> <p>Ensure that no-calorie beverages are available.</p> <p>Ensure that low-calorie salad dressings are available.</p> <p>Post calorie value of menu items--</p> <ul style="list-style-type: none"> - Before serving time. - On the serving line.
<p>Avoid excessive dietary fat</p> <p>Too much fat (especially cholesterol and saturated fat) can lead to heart disease and weight problems. Fats contain twice as many calories as equal amounts of</p>	<p>Offer boiled or poached eggs as alternatives to fried eggs.</p> <p>Offer margarine as a butter alternative.</p> <p>Offer 2 percent milk as the primary milk in bulk dispensers.</p> <p>Offer skim milk in 1/2-pint cartons or in one or more milk dispensers</p> <p>Offer a baked or broiled</p>

NUTRITION PRINCIPLE	SUPPORTING ACTIONS
<p>Avoid excessive dietary fat (cont) carbohydrate or protein.</p>	<p>entree as an alternative to a fried entree. Offer sauces, gravies, and margarine separately from accompanying entree or vegetable</p>
<p>Avoid too much sugar. Sweets are typically empty calories and may lead to dental cavities and weight problems.</p>	<p>Ensure that serving lines offer--</p> <ul style="list-style-type: none"> - unsweetened jello - Fruit as a dessert alternative. - Unsweetened juices - No-calorie, unsweetened beverages. - Nonnutritive sugar substitute as an alternative to granulated sugar. - Unsweetened cereal.
<p>Eat foods with adequate starch and fiber</p>	<p>Ensure that serving lines offer-- Whole grain breads</p>

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NUTRITION PRINCIPLE	SUPPORTING ACTIONS
<p>Eat foods with adequate starch and fiber (cont)</p> <p>An intake of complex carbohydrates will add fiber to the diet and reduce symptoms of constipation.</p>	<p>and cereals. Fresh fruit. Salad bars at lunch and dinner meals.</p>
<p>Avoid Too Much Sodium</p> <p>Eating highly salted foods may lead to excessive sodium intake which may be a problem for those who are at risk for high blood pressure.</p>	<p>Provide a salt substitute for diner use.</p>

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NUTRITION PRINCIPLE	SUPPORTING ACTIONS
Maintain Nutrition Awareness Educating soldiers maximizes efforts to improve nutritional fitness.	Display nutrition educational materials (posters, table tents, bulletin boards, and handouts). Provide training for food service personnel in implementing nutrition standards. Provide unit training programs on nutrition for soldiers (use the installation dietitian).

APPENDIX C**INSPECTION CHECKLIST FOR FIELD
FOOD SERVICE OPERATIONS**

Commanders are responsible for ensuring that effective food service support is provided to soldiers during field operations and deployments. This checklist has been developed to help you meet this objective. You should revise this list as necessary to meet your unit's needs. FM 10-23 has more extensive checklists for predeployment and redeployment planning.

Personnel

- Is staffing adequate?
- Are personnel trained?
- Are uniforms complete and clean?
- Are health and hygiene requirements practiced according to TB Med 530?
- Are rotational assignments used?

Administration

- Are current regulations and manuals on file?
- Are SOPs current and available at the field kitchen?
- Are accounting records up-to-date?
- Do support units submit personnel strength data as required?

Equipment

- Is equipment on hand and operational?
- Are equipment maintenance records maintained?

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- Are all personnel licensed in use of the equipment?
- Is equipment use supervised?

Subsistence Receipt and Storage

- Is all subsistence checked for condition and quantity upon receipt?
- Is subsistence stored and handled properly?

GLOSSARY

AFFS	Army Field Feeding System
AG	Adjutant General
ANG	Air National Guard
AR	Army regulation
ARCS	Army Ration Credit System
ARNG	Army National Guard
attn	attention
Aug	August
AUTOVON	automatic voice network
BAS	basic allowance for subsistence
BDFA	basic daily food allowance
Btu	British thermal unit
COR	contracting officer's representative
CPT	Captain
CTA	common table of allowance
DA	Department of the Army
DC	District of Columbia
DCSLOG	Deputy Chief of Staff for Logistics
DD	Department of Defense
DFA	dining facility attendant
DSU	direct support unit
EPMS	Enlisted Personnel Management System
FAO	finance and accounting office
FDA	Food and Drug Administration
FFS	full food service
FM	field manual
FMAT	Food Management Assistance Team

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FSC	Federal Supply Catalog
FSO	food service officer
FSS	food service sergeant
GP	general purpose
GS	general support
GSU	general support unit
HQ	headquarters
HQDA	Headquarters, Department of the Army
IDT	Inactive Duty Training
IDTAS	Inactive Duty Training Accounting System
IMA	Installation Medical Authority
KCLFF	kitchen, company level field feeding
M and FP	Management and Food Production (Contract)
MAP	Military Assistant Program
MARKS	Modern Army Record Keeping System
MKT	mobile kitchen trailer
MOS	military occupational specialty
MRE	meal, ready-to-eat
MTOE	modification table of organization and equipment
NBC	nuclear, biological, chemical
no	number
NSN	national stock number
OJT	on-the-job training
PAC	Personnel and Administration Center
QM	quartermaster
RC	reserve component

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SDO	staff duty officer
SB	supply bulletin
SIK	subsistence-in-kind
SM	soldier's manual
SOP	standing operating procedure
STP	soldier training publication
TAMMS	The Army Maintenance Management System
TB Med	technical bulletin, medical
TDY	temporary duty
TG	trainer's guide
TISA	Troop Issue Subsistence Activity
TISO	troop issue subsistence officer
TM	technical manual
TOE	table of organization and equipment
TRADOC	United States Army Training and Doctrine Command
TTP	tactics, techniques, and procedures

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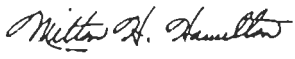
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17 March 1992

By Order of the Secretary of the Army:

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Secretary of the Army
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